

TOWN MANAGER EVALUATION FY2017

For the purposes of this document, the evaluation terms shall be defined as:

Commendable = Performance surpassing reasonable expectations

Satisfactory = Performance meeting reasonable expectations

Needs improvement = Performance below reasonable expectations; improvement likely

Unsatisfactory = Performance below reasonable expectations; improvement unlikely

Unable to judge = Insufficient information available for evaluation (Please explain)

Select Board Member:

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge
I. FISCAL MANAGEMENT					
1. Address the need for increased revenue by:					
a. Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs;	XX	XXX			
b. Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities;	XXX	XX			
c. Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners.	XXXX	X			
2. Develop strategies for the long-term financial health of the Town:					
a. Developing strategies for handling long range post-employment benefits program (OPEB) obligations;	XX	XXX			
b. Developing strategies to maintain an excellent bond rating;	XX	XXX			
c. Working with the legislature to adopt policies in line with our goals and values.	XXX	XX			

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge
3. Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines.	XXX	XX			
4. Affectively administer the adopted budget.	XXX	XX			
II. RELATIONSHIP WITH THE SELECT BOARD					
Maintain a professional and collaborative relationship with the Select Board by:					
1. Providing regular communications to the Select Board about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives;	XX	XX	X		
2. Responding to communications from members of the Select Board in a timely manner;	XXX	X	X		
3. Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Select Board's authority to provide feedback;	XX	XXX			
4. Allowing the Select Board opportunity to provide feedback on changes to policy and practice, or new initiatives before implementation;		XXXX	X		
5. Involving the Select Board in the determination of collective bargaining strategies for the current contract process, and keeping the Select Board updated on such progress;	XX	XX			X
6. Informing the Select Board regarding litigation strategies and proposed settlements of litigation, and keeping the Select Board updated on the progress of litigation;	XX	XXX			
7. Ensuring that all members of the Select Board are aware of anything significant before it appears in the media.	XXX	X	X		
III. LONG RANGE PLANNING					

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge
1. Continuing to revise and update the 07-16-16 Facilities Profile (former goal known as “Building Assessment Report”). Provide at least a semi-annual review of the document with the Select Board to make them aware of changes or proposed changes in the buildings’ use, benefit or liability to the Town, and recommendations for retaining ownership.		XX	XXX		
2. Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School).		XX	XXX		
3. Initiating and advocating for “green” efforts and programs, including progress on the installation of solar energy generating equipment on the landfill.	X	XXX	X		
4. Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including:					
a. Reviewing and assessing on an on-going basis the Town’s status on the State’s Subsidized Housing Inventory (SHI) and anticipating factors impacting our SHI percentage in the short-and long-term;	XXX	XX			
b. Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements, as needed.	XX	XXX			
5. Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits.	X	XXx	X		x
6. Improving public infrastructure and spaces:					

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge
a. Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas and intersections;	XXXX	X			
b. Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC);	X	XXX			X
c. Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life;	X	XXXX			
d. Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess the capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system).	X	XXX	X		
7. Planning adequate fee subsidies for LSSE programming, including the additional \$105,000 Community Services appropriated by Annual Town Meeting 2015.	X	X	X		XX
8. Planning for I-Net replacement in conformance with October 2016 Comcast contract.	X	XX			XX
IV. STAFF AND PERSONNEL RELATIONS					
Manage Town staff and improve their effectiveness in delivering the services our community relies on:					
1. Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations;	XX	XXX			
2. Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and framework for accepting and responding to communications from staff. Also, encourage a similar framework of communication be	X	XX	X		X

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge
implemented by all directors and department heads so that a consistent process is developed at all levels of Town government;					
3. Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government;	X	XXXX			
4. Recruiting, retaining, and assigning the best qualified personnel;	XX	XXX			
5. Modeling and fostering attitudes of helpfulness and courtesy toward the public;	XX	XXX			
6. Encouraging a workplace culture of improved service delivery;	XX	XX	X		
7. Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful;	XX	XXX			
8. Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit.		X	X		XXX
V. COMMUNITY, INTERGOVERNMENTAL RELATIONS, AND VOLUNTEER COMMITTEES, BOARDS, AND COMMISSIONS.					
1. Strengthening relationships with UMass, Amherst and Hampshire Colleges and engage them in:					
a. Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal issues;	XX	XX	X		
b. Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns;		XXXX	X		

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge
c. Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns;		XXXX	X		
d. Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage “spin off” business development, the creative and innovation economies, and the arts and culture in Amherst;	XX	X			XX
e. Working with the institutions to facilitate the development of new student housing off-campus and on-campus;	X	XX	X		X
f. Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC);	X	XXXX			
g. Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA).	X		XX		XX
2. Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst.	X	XXX			X
3. Actively engage the community by providing information about Town successes and challenges.	XXXXX				
4. Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government.	XX	XX	X		
5. Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action	XX	XX	X		

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge
to be taken in response, or an explanation about why a recommendation may not be feasible.					
6. Improving overall modernization and management of the volunteer committees, boards, and commissions system.	X	XX	XX		
GENERAL EXPECTATIONS					
Feel free to comment on strengths or weaknesses in any of the following areas: Professionalism Community spirit Leadership Defends conviction under pressure Enthusiasm Openness to differing views/new information Accessibility Resourcefulness Setting priorities Advocacy with State and Federal Government Communication style Crisis management Listening skills Responsiveness Public speaking Facilities management					
OTHER COMMENTS					